



LIVERPOOL
the world in one city

Communities in Control

Monday 7th June 04



The City of Liverpool



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Liverpool City Council



The Story

- **A new pluralism**
- **Liverpool**
- **The Council**
- **Capital of Culture**
- **Building the new pluralism**
- **Neighbourhoods**
- **The Future**





A New Pluralism

- **Command Control to Stakeholder ownership**
- **Involving all our communities**
- **Holding each other to account**
- **Leading local governance**





Liverpool – The Place

- **A glorious past**
- **A troublesome late 20th Century**
- **Looking to the future**







The Vision

- **Premier European City**
- **Prosperous & Confident Region**
- **“A World in One City”**





Liverpool City Council

- **Responsibilities**

- Education
- Social Services
- Highways
- Environmental Services
- Regulatory Services
- Regeneration

- Planning & Development
- Culture, Libraries, Tourism
- Housing
- Levies
- etc

- **Metrics**

- 90 Councillors
- 19,100 employees
- £1.2billion turnover

- Population: 441,500
- Geographical area: 11,160h





The Liverpool **City** Council Story

Where we were - **1999**

- **23,500 employees**
- **3rd from bottom in league table**
- **Highest Council Tax**
- **Strategies, strategies, strategies**
- **£2 billion turnover**
- **High costs/low quality**
- **Endemic powerlessness**





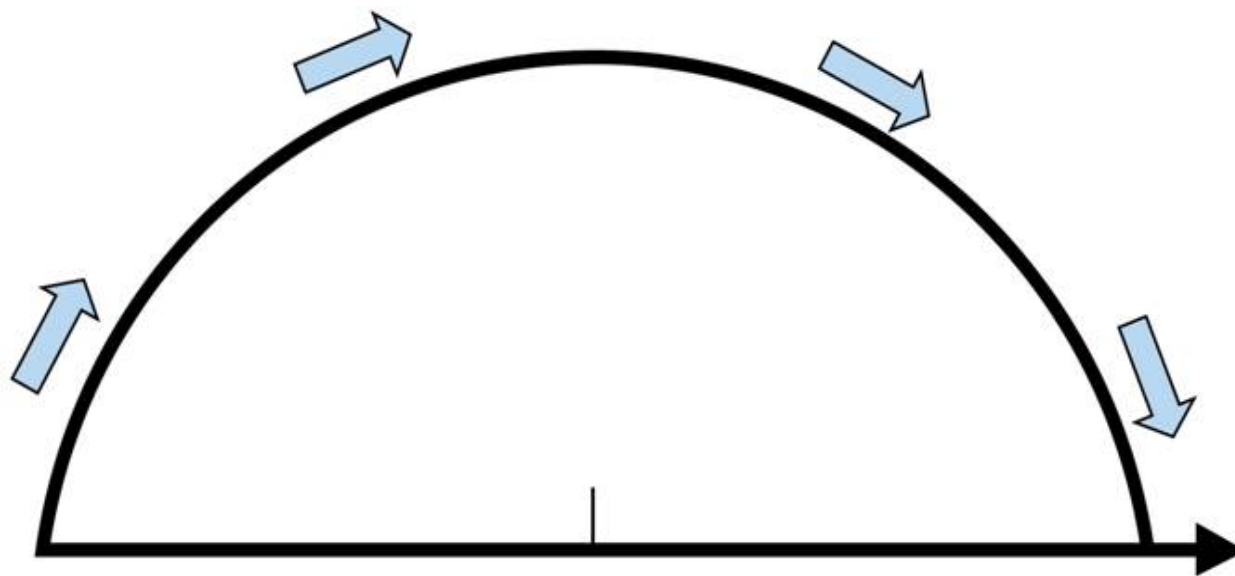
Barriers to progress

- **Monuments to past problems**
- **Silo-mentality**
- **Special programmes and short term initiatives**
- **Organising around problems not solutions**
- **Inward focus**
- **Customers? Who**





The Big Leap





Vision of Modern Public Services

- **Sea Port to E Port**
- **Place the customer at the heart of the organisation – tailoring service delivery to individual needs**
- **services that are responsive, joined up, strategic, forward looking, pro-active and best value**





Platforms

CUSTOMERS

One Stop Shops Liverpool Direct Web Letters

PLATFORMS

PORTFOLIOS





How?

- **Status Quo not an option**
- **Create a programme for success with shared outcome targets**
- **Leadership style**
- **Bureaucracy and risk**
- **Delivering creative solutions**
- **Technology as an enabler & accelerator**
- **Value your people – release the energy**





Leadership

- **Shadows**
- **Communications**
- **Behaviour**





Leadership

- **Dancing**
- **Baton Changing**
- **Disputes**





Radically Improved Services

Finance

Council Tax

1999/2000 :	0%
2000/2001 :	0%
2001/2002 :	0%
2002/2003 :	-3%
2003/2004 :	2.9%
2004/2005 :	2.6%

£120m reduction in annual operating cost

23,500 staff down to 19,100





Radically Improved Services

Customer Contact

- **9 One Stop Shops operational**
- **14 in place by 2006**
- **Half a million users since we opened**
- **24/7/365 Contact Centre**
- **1999 handled 8,500 calls per month now handling over 55,000 calls per week**
- **Now saving more than £5m a year**





Radically Improved Services

- 1999 – no Performance Indicators in top quartile
- 2003 – 56% above average/top quartile

Education

- Key stage 4 students

1999 – 32% achieved 5 plus A* to C GCSEs

2003 - 42% achieving 5 plus A* to C GCSEs an increase of 27% in total representing an additional 600 young people per year

2004 - projected 45% achieving 5 plus A* to C GCSEs





Capital of Culture

- **Why the Bid?**
- **How?**
- **Premier European City again**
- **The World**





Capital of Culture Bid

- **Strengths**
- **People**
- **Organisation**





Capital of Culture Bid

- Engaging the community
- Globe/Friendship
- Glitter
- Stage management





Capital of Culture Years

- 2003 Celebrating Learning
- 2004 Faith in One City
- 2005 Sea Liverpool
- 2006 Year of Performance
- 2007 Heritage
- 2008 Capital of Culture
- 2009 City Life
- 2010 Creativity & Innovation





Political and Managerial Leadership

- **Civic Entrepreneurs**

or

- **Agents of Social Control**





Communities **in** Control

- **Leading local governance**
- **Involved in everything**
- **Subsidiarity**
- **What you are good at?**





Liverpool First

- **Liverpool First Board**
- **Liverpool Partnership Group**
- **The Tent/Umbrella**
- **The Plan**





Partner for Success

- **Leadership of partnerships is about baton changing – make the connections**
- **Clarity about what you are trying to achieve**
- **Create a culture to:**
 - **Pool expertise & knowledge**
 - **Spread the risks**
 - **Share the rewards**





Neighbourhood Services

- **Sharing the City's opportunities & prospects with all its communities**
- **Area Committees**
- **7 operational area teams covering the whole of the City**
 - **Housing management/regeneration/programmes**
 - **Environmental Action Teams**
 - **Cluster Partnership Teams**
 - **JETs**
 - **Neighbourhood Services**





City Safe

- **Working together**
- **Alleygates**
- **ASBO'S**
- **Neighbourhood Policing**





The Future

- **Civil Society**
- **Participation**
- **Mixed economy**
- **Contradictions**





Liverpool **in** recovery

- **World Heritage Status bid for waterfront**
- **Fourth Grace £220m**
- **Cruise Liner Terminal £10m**
- **Kings Dock £200m**
- **Grosvenor city centre redevelopment £1bn**
- **National Museums Liverpool £40m**
- **St. George's Hall £18m**
- **New Schools £300m**
- **Science Park £18m**





Capital of Culture - **the added value**

- **Positive place marketing – National & International profile redevelopment**
- **‘Rocket Fuel’ for regeneration**
- **Increase in investor interest & confidence**
- **14,000 job supported**
- **Over £2bn investment in the city to support Capital of Culture**
- **At least 1.7 million extras visitors by 2008**





The Liverpool **City** Council Story

Where we are now

LGC Most Improved Council of the Year 2003/04

- CPA ranking moved from fair to good - 2nd fastest improved local authority in the country
- Was highest Council Tax now outside worst 100 in Council Tax League Table
- Liverpool's education results dramatically improved ranked a good 'LEA'- 5 years ago ranked the worst

European Capital of Culture 2008





Prejudice

- **What you see?**
- **What do you expect?**
- **What do you get?**





The Future

- **The certainty of ambiguity**
- **Ambiguous uncertainty**
- **Contradictions**





Don't just hear about it come and see it for your self

Liverpool

A World in One City

